

	between different parts of the country			Local priorities to be taken into account in area selection. Cross-visits to areas performing well.
External environment	Risk 2: restrictive enabling environment for civil society	Low	Medium	Selection of organisations with successful experiences with local authorities. Formal memorandum of understanding signed by all actors prior implementation. Particular attention will be paid to ensure that women's rights organisations and organisations representing groups in vulnerable situations are fully involved.
External environment	Risk 3: Resource duplication within CSOs	Medium	Medium	Ensure that coordination and reporting systems follow the coordination and M&E mechanisms foreseen in MSNP-III.
External environment	Risk 4: low engagement of rights holders and marginalized communities	Medium	High	Building advocacy skills and ensure meaningful participation of the rights holders in the design, implementation and evaluation of the intervention as well as in the decision-making processes.
External environment	Risk 5: pandemics	Medium	High	Ensure implementation of health and other mitigation measures (building on measures developed during MSNP-II, (such as family MUAC ⁶) for risk reduction; ensure flexibility in planning to cope with potential delays.

Lessons Learnt:

There are considerable opportunities for the MSNP-III to continue to benefit from a number of important lessons that have been learnt in the context of the MSNP-II review process, some of which are already acknowledged and reflected in the design of the new plan. These include the following (not exhaustive):

- The need to further strengthen local government ownership of the multi-sectoral nutrition agenda, such that the importance of investments in areas other than infrastructure is better understood;
- The need to enhance the effectiveness of Provincial Government's role as liaison between local and federal levels;
- Data on the nutritional status of vulnerable communities (such as Dalit and Muslim communities) should be more widely available at various levels and generated in the context of a broader initiative to strengthen information management (and including disaggregated data regarding coverage of various interventions);
- The need for greater clarity regarding the role of civil society in the overall governance of the MSNP-III and the added value of such engagement;
- The need to improve the ownership and to strengthen the accountability of the key sectors involved in the implementation of MSNP-III is essential for effective program delivery;
- To achieve better results and improved nutrition outcomes through an integrated approach, convergence and complementarity of efforts across the nutrition actions and activities implemented by the government, development partners and other relevant stakeholders including civil society organizations need to be improved.

⁶ Mid-Upper Arm Circumference, an indicator of malnutrition.